



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** John Stufflebean

**SUBJECT: ENVIRONMENTAL SERVICES  
DEPARTMENT REORGANIZATION  
IMPLEMENTATION**

**DATE:** May 30, 2006

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| Approved | /s/ | Date | 05/30/06 |
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## **RECOMMENDATION**

Approve the following position changes in the Environmental Services Department (ESD):

- 1) Add a Deputy Director U position (Class 1640) to manage the Integrated Waste Management Division;
- 2) Delete a vacant Administrative Officer position (Class 1646, PCN 4007) from the Integrated Waste Management Program.

This proposed change results from vacancies within the Department that create the opportunity to move forward with long standing goals to achieve internal equity amongst operational functions and improve alignment of position classifications with work performed. At the time that the budget was developed, one of the key vacancies needed to implement these changes did not exist and, therefore, this proposal is being submitted as part of the MBA process.

## **BACKGROUND**

Due to recent or pending retirements and resignations, the Environmental Services Department currently has vacancies in all senior staff positions and is filling those positions with various staff serving in an "acting" capacity. This number of key vacancies resulted in the opportunity to evaluate the department's structure and make changes that sustain service delivery levels and bring about more equitable alignment within the department. During the past six months, the Director of Environmental Services has been working with the City Manager's Office and ESD senior staff to evaluate the Department's services and priorities and develop an organizational structure to optimize service levels and maximize efficiency.

The resulting re-organization accomplishes these goals by establishing four operational divisions that focus on the unique business and service requirements of the respective operation. Each operational division – Wastewater Operations, Water Operations, Watershed Protection, and Integrated Waste Management – will be headed by a Deputy Director.

## **ANALYSIS**

The department currently has three Deputy Directors. One more Deputy Director position is necessary to provide the required level of leadership to the Integrated Waste Management (IWM) Program. The recent resignation of the Administrative Officer (AO) overseeing the IWM Program provides the opportunity to convert the Administrative Officer to a Deputy Director as a “net zero” position change. This position change results in internal equity for managers overseeing operational divisions within the Department.

## **COST IMPLICATIONS**

The incumbent in the vacant Administrative Officer position was budgeted at top step. Assuming the Deputy Director is appointed around mid-range of the Deputy Director pay scale, the result will be a net zero cost impact.

## **CONCLUSION**

The proposed Environmental Services Department reorganization will result in improved service delivery, better department-wide collaboration and support services, and increased efficiency. The Deputy Director addition will provide the appropriate level of leadership to the Integrated Waste Management Division, enabling ESD to more effectively fulfill its mission and deliver its services.

/s/

JOHN STUFFLEBEAN  
Director, Environmental Services